

CHAPTER 1

GENERAL INFORMATION

1. COMMAND AND GENERAL STAFF COLLEGE

a. The U.S. Army Command and General Staff College (CGSC), established in 1881, is the Army's senior tactical school and introduces officers to operational and strategic warfighting.

b. The US Army Command and General Staff College educates and develops leaders for full spectrum joint, interagency and multinational operations; acts as lead agent for the Army's leader development program; and advances the art and science of the profession of arms in support of Army operational requirements.

c. Educational Philosophy.

The educational philosophy of the US Army Command and General Staff College is founded on the principles and values of the American profession of arms. The common defense and welfare of the United States demand that all its military professionals be educated and trained to the highest standards of excellence. USACGSC's primary charge is to ensure the professional vitality of the diverse corps of officers representing the U.S. Army, sister services, and over seventy foreign countries so that they may be prepared to discharge their duties in whatever assignments their future careers may bring.

To that end, USACGSC serves as an important professional school combining theoretical education and practical exercises for military professionals who are proficient in the understanding and conduct of full-spectrum operations. The College's academic policies and curricular designs are intended to educate and train professional officers of all the military services in the nature and conduct of warfare within the complex national security environment, as well as to advance the state of contemporary military knowledge through original research and experimentation.

Throughout its four constituent schools, CGSC supports learning across four major Lines of Operations: faculty, students, curriculum and infrastructure. The faculty, collectively and individually, constitute the decisive line because they stand at the hub of the educational process. As the architects of the curriculum, the keepers of expertise in their chosen fields, and committed teachers, the members of the faculty constitute the lifeblood of the institution. Of course, the ultimate focus of all effort is on student learning. A strong professional curriculum, blending theory and practical application, and emphasizing active learning approaches, prepares officers for the new roles they will assume upon returning to their chosen service.

We provide an environment with rigorous academic challenges and relevant experiences, connecting learning to real-world performance. Faculty and students are encouraged to advance the state of contemporary military knowledge through original research and experimentation. The environment includes practical exercises that require students to think creatively and to integrate knowing and doing. To foster this environment, the resources of the College are aligned with the needs of students and faculty. Global reach technology and state-of-the-art instructional facilities are harnessed to enhance life-long learning experiences. Evaluation and assessment programs show us our successes, our challenges, and our way ahead.

We sustain a vital professional faculty, drawn from the entire range of relevant academic and military disciplines, to best accomplish our educational goals. The faculty embodies the scholarship of teaching, learning, and full-spectrum operations from warfighting to peacekeeping. The *institution* employs the most appropriate techniques and methods to ensure a comprehensive understanding that will be made of those who pass through its courses of instruction.

The US Army Command and General Staff College is an integral part of our Army at war. Our mission statement, vision, and this educational philosophy are framed accordingly. The use of objective student definitions for all subordinate schools within CGSC enables the college to adapt and maintain relevancy.

d. Accreditation.

(1) The North Central Association of Colleges (NCA) and Schools, of which the Command and General Staff College is a member, serves educational institutions in a 19-state region. It's more than 4,700 schools, colleges, and universities cooperatively establish standards for quality education.

(2) Membership in the NCA denotes recognition of a quality instructional program. The NCA visits CGSC periodically for reaffirmation of accreditation to ensure that high standards are maintained. The College is accredited as a master's degree granting institution through 2006.

e. Academic Freedom.

(1) As an institution accredited by the North Central Association of Colleges and Schools, the U.S. Army Command and General Staff College subscribes to the American Association of University Professors 1940 Statement on Academic Freedom. The CGSC depends on the free flow of ideas for its intellectual vitality. Indeed, the principles of adult education practiced by the College are based on the importance of free thought in an academic environment. But, this freedom also imposes certain obligations.

(2) In the classroom, the College encourages aggressive examination of all academic subjects. The debate naturally arising among professionals in such an environment should be kept free from controversial matter having no relation to the scheduled instruction.

(3) Students, staff and faculty are entitled to full freedom in research and publication of results, consistent with the academic responsibilities of the CGSC. These investigations are subject to current public affairs policies, copyright laws, security considerations and the CGSC non-attribution policy.

(4) Outside the classroom, when CGSC students, staff and faculty speak or write, they are free from institutional censorship or discipline. But, they must remember that the public may judge their profession and the CGSC by what they say. They should be accurate, exercise appropriate restraint, show respect for the opinions of others and make every effort to indicate that the views they express are theirs and not necessarily those of the CGSC or the Department of the Army.

2. DIRECTORATE OF NON-RESIDENT STUDIES

a. The mission of the Directorate of Non-Resident Studies (DNRS) is to develop leaders prepared to execute full-spectrum joint, interagency, and multi-national operations through non-traditional means. NRS develops, distributes, and administers the Command and General Staff College's distance learning

programs (the Total Army School System – TASS – “M” Course and the web-based “S” course) to Active and Reserve Component officers from all services and allied nations.

b. The goals of the Directorate of Non-Resident Studies are:

--To support the educational concepts of CGSC's resident programs and assist them in bringing those concepts to the non-resident students in a cost effective manner through a variety of distance learning mediums.

--To assist CGSC in redesigning their courses to meet TRADOC's Total Army Training System (TATS) courseware plans.

--To assist CGSC in conducting a feasible phased implementation of technology assisted courseware with the use of CDs, Internet (WEB pages), and technology assisted Distance Learning classrooms.

--To support the necessary administrative linkage with the Army's automated integration of institutions and personnel agencies through the Army Information Management System (AIMS).

--To provide timely material support to correspondence and Total Army School System (TASS) students and instructors worldwide.

c. The Directorate of Non-Resident Studies administers the Command and General Staff College's non-resident studies program to over 9,000 students annually. The courses are offered through both individual distributed learning study and through classes provided by the TASS Professional Development (PD) Brigades with over 450 instructors worldwide. The program also supports a staff of 130 adjunct faculty members for a total of 650 members within DNRS' educational framework.

3. NON-RESIDENT INSTRUCTION

a. **Command and General Staff Officer Course (CGSOC).** The Command and General Staff Officer Course is designed to develop leaders who will train and fight at the tactical and operational levels. It prepares officers for duty as field grade commanders and staff officers at primarily division and corps levels. Non-Resident CGSOC consists of three sequential phases in the Intermediate Level Education format. It is executed through distributed learning, by attending instruction presented by a TASS Professional Development Brigade or by participating in a combination of the distributed learning and PD classroom option. (See Appendix A for course descriptions).

b. **Intermediate Level Education (ILE).** ILE is a system rather than a single course. It is made up of two independent courses, ILE Common Core (ILE-CC) and a credentialing course that is specific to the career field of a particular student. CGSC is the proponent for the credentialing of Operations Career Field majors and has developed the Advanced Operations and Warfighting Course (AOWC). Other career fields and functional areas have developed or are in the process of developing their credentialing courses.

(1) ILE-CC is a three phase course. In the TASS battalion classroom, this will be offered in an ADT, IDT, ADT format and will take 13 months to complete. A web-based version was available as of 1 Oct 05. The three phases in the web-based course correspond directly to the phases in the TASS course, so a student can transfer between the two courses, at phase breaks. Upon enrollment, a student will have 18 months to complete ILE-CC.

(2) NR-AOWC is broken up by echelon. Module I covers the Operational Level of War (W100), Module II covers Division Operations (W200) and Module III covers Brigade Combat Team Operations (W300). Upon successful completion of the history (H200) and leadership (L300) prerequisites, students can enroll in the Brigade Combat Team module. Currently, this module must be completed prior to enrollment in the Operational Level of War module or the Division Operations module. They consist of a mixture of Advanced Distributive Learning modules and TASS classroom attendance.

a. AOWC is the credentialing course for Operations Career Field (OPCF) officers. Upon completion of AOWC, officers are MEL4, PME complete and Joint Professional Military Education I (JPME I) complete.

b. NR-AOWC consists of two prerequisite courses (leadership and history) which totals 71 hours and will be administered in an ADL format.

c. The W100 course (Advanced Operational Warfighting) and W200 course (Division Operations) are currently being developed with an expected completion date of OCT06. The W300 course (Brigade Combat Team Operations) will initially only be offered only through TASS Battalions in an IDT/ADT/combo of 14 days.

d. Upon completion of the history and leadership prerequisites, non-resident operations career field officers will enroll in and complete one of the three credentialing blocks, W100, W200, or W300. Currently officers must complete W300, prior to enrolling in W100 or W200. This is unlike resident AOWC students, who will complete all three blocks. Students will have 6 months to complete the history and leadership prerequisites and 12 months to complete their non-resident AOWC credentialing block.

4. ACADEMIC ETHICS

a. References.

- (1) AR 15-6, Procedures for Investigating Officers and Board of Officers, 30 Sep 96.
- (2) AR 350-1, Army Training and Education, 9 Apr. 03.
- (3) CGSC Circular 351-1, USA CGSC's Resident Catalog, Chapter One.
- (4) CGSC Circular 350-3, USA CGSC's Non-Resident Catalog, Chapter One.
- (5) CGSC Bulletin #12, CGSC Academic Performance Investigations, Academic Misconduct Investigations, Graduation Boards, and Student Dismissal/Release Procedures 1 November 2005.
- (6) CGSC Bulletin #20, CGSC Academic Ethics, 1 November 2005.

b. Authority.

(1) Reference a. (1) provides authority for Commanders of PD brigades to conduct investigations under provision of reference a. (2) and to establish local academic board procedures.

(2) CGSC Adjunct Faculty, NR CGSOC instructors, and CGSC non-resident students conduct and receive non-resident training under CGSC authority and are therefore considered CGSC faculty and

students. This subjects them to this section's provisions and gives the CGSC authority to review investigations and boards conducted by the PD training battalions/brigades.

c. CGSC's Statement on Academic Ethics.

(1) Professional ethics is of paramount importance to the Command and General Staff College. Work presented by students, staff, and faculty as their own, will be their own. To do otherwise results in unfair advantage and is inconsistent with professional ethics and integrity. Academic ethics, as it relates to staff, faculty, and students and their duties within the non-resident program, is defined as follows:

The application of ethical principles in an academic environment; giving
and receiving only authorized assistance, and conducting legitimate research
and properly attributing credit to sources of information.

(2) The above statement and the following amplifications of it are intended to assist the vast majority who want to do the right thing and thereby have a more productive learning experience. Officers may be technically guilty of plagiarism and subject to the full penalties for it, even though they have the best intentions, if they do not document the sources of their information properly. Ignorance is not a defense.

d. Violations are serious breaches of ethics and are cause for academic disqualification or other administrative action, and are punishable under the provisions of the Uniform Code of Military Justice (UCMJ). The Dean of Academics is the approving authority to convene a misconduct board for resident and non-resident students. Commanders of the Professional Development brigades are the approving authorities for convening boards for brigade school students. The following guidance is provided for specific areas but is not all inclusive:

(1) Plagiarism: Plagiarism is presenting someone else's ideas, words, data, or work as one's own. **PLAGIARISM, IN ANY FORM, IS STRICTLY PROHIBITED!!** Plagiarism includes, but is not limited to:

- (a) Presenting as new and original an idea or product derived from an existing source.
- (b) Presenting another's writing or ideas as one's own.
- (c) Copying words from a source without identifying those words with quotation marks and/or endnotes.
- (d) Copying the words of another student.

(2) Copyright laws: Copyright laws are specific and demanding. All personnel must honor them and not be lured into insensitivity by the ease of photocopying, tape duplication, and other technologies. "A violation of copyright laws may subject an individual to civil and/or criminal penalties." For specific information on use of copyrighted materials, contact the Combined Arms Research Library (CARL) at (913) 758-3018.

(3) Professional standards: All members of the resident and non-resident college community to include staff, faculty, and students must maintain the highest professional standards.

(a) Instructors and authors are expected to do honest research, and when they publish for personal recognition, to attribute credit to those from whose work they borrow.

(b) Instructors, staff leaders, and others called upon to give extra instruction or tutorial assistance must be cautious not to compromise the spirit of academic ethics in their efforts to assist students desiring help.

(4) Evaluation Process: To preclude compromising the evaluation process, students and instructors will refrain from discussing or otherwise exchanging information on examinations or quizzes within the hearing of unauthorized personnel. The student evaluation process is designed to determine the assimilation and comprehension of each student for each course and to provide information for curriculum design and improvement. Deliberate or unintentional disclosure of examination/quiz content invalidates the evaluation process.

(5) Computer Software Usage:

(a) Some instructors encourage the use of spelling, grammar, and style checkers while others do not. Language-analysis software is a powerful tool for learning and a quality control of writing. This software, unlike the dictionary or composition text, "proofreads" writings and recommends changes based on "rules" set up for that program. It flags potential problems and offers recommendations; the writer makes the decisions. A writer may passively accept these recommendations, but a good writer recognizes the program's limitations as an analytic tool and bases his decisions on his own knowledge. Because the final decision rests with the writer, CGSC does not require acknowledging the use of these programs.

(b) If technical advice is sought from another person on spelling, grammar, or style checkers, the advice will be limited to generic information, and exclude advice on specific assignments. Students must safeguard their work from exposure to a classmate's view when using any word-processing software.

(6) Writing requirements: Students will write in accordance with ST 22-2 (Writing and Speaking Skills for Senior Leaders) unless specifically told otherwise by the course or lesson instructor. Instructors will state specifically what type of help a student may receive from faculty or other students for that course/lesson.

e. Students will NOT--

(1) Possess or use copies of solutions to practical exercises, examinations, lessons, or any other controlled issue material used in any CGSC resident or non-resident courses that have not been issued to them. This includes materials used in prior years.

(2) Transfer any of the material listed in (1) above unless specifically authorized to do so.

(3) Assist or receive assistance from any person in completing practical exercises, examinations, or the graded course requirements unless expressly authorized to do so.

(4) Use student notes obtained from students in section/staff groups who have already completed a core or advanced application course for the course in question.

(5) The emphasis on ethical standards should not discourage students from seeking authorized assistance. Students with questions concerning the contents of the instructional material or about academic

ethics should ask their battalion (BN) instructor or contact the Directorate of Non-Resident Studies for course author assistance.

f. Professional Development faculty are not:

(1) Authorized to reproduce the course proponent's material unless the course proponent grants permission.

(2) To provide fraudulent information on Army Training Requirements and Resources System (ATTRS) or paper class rosters (CGSC Form 234 – Enrollment / Exam Roster).

(3) To conduct a correspondence study group.

(4) To use master solutions, instructor notes, grading guidelines or lesson plans as samples in their class instruction unless the item specifically says it can be distributed to students.

g. The Commandant, CGSC, reserves the right to take final action on incidents covered in paragraph 4. This does not preclude PD Brigades from taking interim actions as appropriate.

5. ACADEMIC ETHICS RESPONSIBILITIES

a. PD Brigade Commanders are responsible for ensuring their students are aware of the CGSC Statement on Academic Ethics.

b. PD Brigade Commanders, Battalion instructors, and adjunct faculty are responsible for providing specific guidance on:

(1) Kinds and degrees of assistance that are acceptable between students.

(2) What assistance documentation is required and how to document it on the assignment.

(3) The use of computers and what assistance others may properly provide the students.

c. PD Brigade Commanders will ensure that the CGSC Statement on Academic Ethics (from this catalog) is published in all respective school handbooks and posted in all classrooms. During the first class meeting all battalion instructors should refer students to the academic ethics section of this catalog. If the student has not completed an Academic Ethics Standard sheet (NRS Form 11), they must do so. Student grades will not be processed without a completed Academic Ethics Standard sheet on file for each phase.

d. PD Brigade Commanders and CGSOC Battalion Commanders are responsible for reporting to the Directorate of Non-Resident Studies the names of students under investigation for academic ethics. As to whether the student is eligible to continue to attend class and complete requirements is determined jointly by the course proponent and the battalion commanders. No student will be allowed to graduate or receive a completion certificate while he/she is under investigation.

e. Students are responsible for:

(1) Understanding and abiding by the CGSC Statement on Academic Ethics. IF UNCERTAIN AS TO WHAT IS ALLOWABLE, ASK THE BATTALION INSTRUCTOR or contact DNRS.

(2) Understanding what study guides and group study are and how to use them. Study groups are encouraged. Students may prepare, transfer, and share study guides for use in preparing for graded requirements. No group sharing is allowed after anyone in the group has been issued a graded exam or exercise designated and issued for individual student completion. Students from other staff groups who have already completed the sub course and/or taken an exam may not assist other persons or groups who have not taken the exam or completed the exercise.

6. ACADEMIC ETHICS PROCEDURES. Prior to reporting a suspected ethics violation, individuals are encouraged to confront the alleged violator(s), in the presence of one or more witnesses, to ensure there has not been a misunderstanding or misconception. Use the following reporting procedures:

a. Web-based Option

(1) Adjunct faculty and CGSOC students enrolled in the web-based option will report suspected violations of academic ethics to the DNRS.

(2) DNRS will investigate alleged ethics violations in accordance with local procedures and forward findings and recommendations to the Director, NRS and other interested parties.

(3) During the investigation process, all parties involved in the investigation will ensure the rights of the suspected violator are protected.

(4) Director, NRS, in conjunction with interested directorates will:

- Determine if a formal investigation is warranted or a misconduct board should be convened.
- Determine whether the record should be placed "On Hold" until the investigation is complete.
- Conduct investigations concerning adjunct faculty members. Forward findings to the appropriate Director.
- Ensure all parties involved in the investigation protect the rights of the suspected violator during the investigation process.
- Forward a memorandum to the Dean of Academics, recommending that a misconduct board be convened in accordance with CGSC Bulletin No. 12. Enclosures to the memorandum will include the specific allegations, a summary of the investigation, and copies of all written statements.

b. PD Brigades

(1) Commanders, PDs will:

- Establish procedures for investigating suspected academic ethics violations under the provisions of AR 15-6. Consult with a SJA prior to initiating an AR 15-6 investigation.
- Report suspected ethics violations to the DNRS at 913-758-3342 or CGSC Registrar 913-684-2312.
- Inform the student's chain of command that an investigation of suspected academic ethics violation has been initiated.

--Furnish the CGSC Registrar and/or DNRS with a copy of the investigation procedures.

--As appropriate, investigate suspected academic ethics violations and conduct misconduct Boards IAW CGSC Bulletin #12 (Command and General Staff College (CGSC) Academic Performance Investigations, Academic Misconduct Investigations, and Graduation Boards and Student Dismissal/Release Procedures) and CGSC Bulletin #20 (Academic Ethics). CGSC bulletins are available at <https://cgsc2.leavenworth.army.mil/DCS/Bulletins/index.asp>

--Ensure all parties involved in the investigation protect the rights of the suspected violator during the investigating process.

--Forward completed reports of investigations and Misconduct Board findings to the DNRS.

(2) DNRS will review findings of investigations involving CGSOC students and forward results through the CGSC Registrar and Dean of Students and Administration, to the Dean of Academics.

(3) Dean of Academics, CGSC, will review findings and refer them to the Deputy Commandant for final action.

(4) The CGSC Registrar will conduct the board in accordance with CGSC Bulletin No 12.

7. STUDENT AND TASS STAFF ASSISTANCE

a. Non-Resident administrative information is provided to students by academic counselors from the Directorate of Non-Resident Studies. Students desiring information about their academic status, receipt or non-receipt of instructional material, additional instructional material required, etc, may either call or write for answers. All inquiries must include the student's name, rank, social security number, and current mailing address. After submitting a request, students should allow 30 days for mail responses.

(1) Written inquiries should be mailed to--
Directorate of Non-Resident Studies
280 Gibbon Avenue
Fort Leavenworth, KS 66027-2314

(2) Make telephone inquiries to DNRS during the hours of 0700--1600 (Central Standard Time). During duty hours individual students should contact the counselor who manages the letter corresponding to the beginning letter of their last name. Instructors should contact their battalion Title XI officer prior to contacting their counselor who is responsible for their regional battalion.

(3) Voice Mail. DNRS has more telephone numbers than personnel to answer the phones, therefore, voice mail is used. Callers will receive a return call if they speak distinctly and provide the following information: name, SSN, title, telephone numbers (Overseas callers need to provide their commercial number, including country code), and reason for call. Counselors are not available at their private residence telephones to receive queries concerning CGSC's non-resident programs and individual student's academic records.

1st Letter of Student's Last Name	TASS Schools	TELEPHONE Area Code: 913 Prefix: 758 DSN: 585
A - CART	REGION C	3362
CARU - FL	REGION A	3368
FM - JAQ	USAREUR, Puerto Rico, USARPAC	3404
JAR - McF	REGION G	3356
McG - PQ	REGION B	3380
PR - SO	REGION F	3388
SP - Z	REGION D	3390

e. E-Mail: DNRS counselors may also be contacted by electronic mail. Names of counselors and E-mail addresses are located on the CGSC/NRS home page (<https://cgsc2.leavenworth.army.mil/nrs>). Enter your respective counselors' user name followed by the DNRS address. When writing, identify yourself with name and SSN.

f. Address inquiries concerning CGSOC material content to the academic department responsible for the sub course in question. The Directorate of Non-Resident Studies' academic counselor can provide assistance in contacting the department.

8. REPORTING CHANGES IN STUDENT ADDRESS OR MILITARY STATUS.

- a. Students must notify DNRS immediately of a change of address, rank, unit, or military status.
- b. Students must include their social security number in all correspondence to DNRS. Student failure to include the social security number in correspondence or to notify DNRS of changes (particularly address changes) is the major causes of administrative delays.

9. EXPRESS/CERTIFIED MAIL PROCEDURES.

- a. DNRS does not ship material via express mail (even on student request and payment). Filling out express mail shipping labels may obligate DNRS and the United States Government, thus rendering it illegal. DNRS is a service organization, but has no present authority to obligate itself in this manner. Delivery of materials to DNRS from private express mail companies is acceptable.
- b. Certified mail, express mail from the U.S. Post Office, and all commercial mail carriers other than United Parcel Service (UPS) do not arrive directly at DNRS. They are first received at the Fort Leavenworth post office before it is distributed to DNRS. Sending items by any of these means adds two to five additional days to mail time.

- c. Items sent by pouch mail arrive in approximately 17 days or more.